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Seventh Meeting of the MULPOC Committee
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5-9 March 1984

Addis Ababa, Ethiopia

LC/NAIPSD

Progress Report On

Integrated Regional Training, Research and Advisory Programme for the Conservation and Management of African Wildlife

Integrated Regional Training, Research and Advisory Programme for the conservation and management of African Wildlife

Since reporting to the Sixth Council of Ministers at its Meeting in February 1983 held in Mbabane, Swaziland, ECA once more, approached the Governments of Tanzania and Cameroon to seek their position on the proposed utilization of their national institutions (Mweka in Tanzania and Garoua in Cameroon) for a regional function. At the same time ECA wanted to determine points of contacts with the two Governments as well as to communicate to them the recommendations of the report of the United Nations Joint Inspection Unit.

At the last Council of Ministers Meeting, it was reported that the Government of Tanzania had decided not to change the status of Mweka College into a regional institutions although the College would to continue to admit students from other countries and that the Governing body would continue to have representatives from other African countries. Following some clarifications, the Government of Tanzania has made it quite clear that Mweka College can play a regional function while it continues to remain a national institution. In 1983 therefore, ECA has been pursuing a dialogue with Tanzania in respect of how Mweka College can serve the needs of the region.

Two events in 1983 enhanced ECA's position in pursuing the matter of Mweka and Garoua more vigorously with the Governments of Tanzania and Cameroon. A recommendation by the Ministerial Follow-up Committee of Nine of the Ministers Responsible for Human Resources Planning, Development and Utilization held in Addis Ababa requested ECA to get in touch with the two Governments and hold discussions on the matter considering the importance of wildlife in the development of the African region. ECA through the Embassies in Addis Ababa, has had discussions with the two Governments to clarify matters that may be standing in the way of progress.

The second important development in African wildlife in 1983 was the Joint Inspection Unit report of February 1983, which made a number of pertinent recommendations for the development of African wildlife. It pointed out that there was urgent need to develop high level manpower for wildlife conservation and management. This could be done at five selected African universities on the pattern being proposed for Mweka College and Garoua School as the two institutions may not have the capacity to cater for all Africa's needs.

In pursuance of the JIU Report, the United Nations Secretary General presented it with his comments to ECOSOC and requested that the reports recommendations should be implemented. In an attempt to implement some of those recommendations UNESCO and ECA at their Joint Concemation Meeting held in February 1984 discussed ways and means of co-operation and collaboration in the development of African wildlife. ECA has also been in contact with other agencies inviting them to increase wildlife conservation and management content of their programmes and to co-operate with ECA in formulating and implementing and integrated approach to the development of wildlife in Africa. UNEP has already responded by saying that consideration is being made to strengthen the Environmental co-ordination Unit in ECA.

ECA has also been in contact with OAU seeking OAU's indulgence to get more African States subscribe to the OAU African Convention on wildlife and to convene a meeting of African experts on wildlife to lay down a framework for a regional strategy in the development of wildlife. The experts meeting is expected to work out modalities for establishing permanent technical forum for issues concerned with wildlife conservation and management.

In the light of these developments, contact is being actively maintained with the Governments of Tanzania and Cameroon and it is hoped that positive dialogue will follow on the measures to be taken in the development of the two institutions.

Financial Support

At the last Council of Ministers Meeting in Mbabane it was reported that the ECA Council of Ministers at its meeting in Tripoli in April 1982, the UNDP had informed the meeting that a sum of US$1.5 million was being made available for Africa wildlife development during the 1982-86 programme cycle of the UNDP. Recent development however have shown that this sum is not available. The two institutions therefore will have to rely heavily on the contributions made by their Governments and by Non-Governmental organizations.

Action Required

Following the development in 1983, ECA should be requested to pursue more vigorously its efforts for co-operation and collaboration with other UN agencies particularly UNESCO, FAO and UNEP and with OAU and Non-Governmental organizations in the implementation of the recommendations of the JIU Report. All efforts should be made to continue contact and dialogue with the two Governments. OAU should continue making appeals to African States to subscribe to the African Convention on wildlife.

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LC/NAIROB

PROGRESS REPORT ON:

PROPOSED ESTABLISHMENT OF A SUBREGIONAL GRADUATE SCHOOL OF BUSINESS MANAGEMENT FOR EASTERN AND SOUTHERN AFRICA

A. Background

1. The need for the development of managerial capabilities in Africa has long been realized for as far back as 1964 and 1966 when ECA sought the collaboration of Havard School of Business in establishing Graduate Schools of Business Management in Africa.

2. The decision to collaborate in the development of managerial capabilities was taken following the adoption of resolution 318(xiii) by the Fourth Session of the Conference of Ministers meeting in Kinshasa, Zaire, in March 1977. ECA was then requested to promote "the development of appropriate African multinational sub-regional or regional training institutions and programmes designed to meet Africa's present and future manpower needs.... ..... using existing national or multinational institutions."

3. In response to resolution 318(xiii), ECA mounted a three man team on a feasibility study in 1978 to 18 African countries to determine the desirability for establishing the Graduate Schools of Management which would serve as "Centres of Excellence" in Management development.

4. The study team recommended the establishment of four subregional Graduate Schools of Management in Africa. As Management Development "Centres of Excellence", the schools would serve as the highest management resource centres for management practitioners, trainers, educators researchers, consultants and producers of teaching and learning materials. Similarly, the "Centres" would serve as subregional poles to attract, support and refine management education and training in the member States.

5. An expert group meeting of experts from universities and Institutes of Management within Eastern and Southern African countries was convened in September 1978 to discuss the recommendations of the three man team. Held at the University of Nairobi, Kenya, the expert group meeting agreed on

(i) Kenya to host the subregional Graduate School by using its existing national university;

(ii) The Faculty of Commerce taking responsibility and providing leadership to involving and executing the relevant training and research programme catering for the Eastern and Southern Africa subregion.

6. Following the agreement of the expert group meeting in Nairobi, the following phases were envisaged in the development of the school:

(i) Fellowships operation to give the programme an immediate start for the training of manpower requirements in management;

(ii) Staff and Instructional Material Development;

(iii) Continued Consultations with the University, the host government, ECA and other interested parties;

(iv) Consultations between host government and participating countries on subregional aspects of the Graduate Schools, nature and scope of the graduate school, its administrative structure, host government's requirements on other participating governments and the curricula;

(v) Mobilization of resources.

B. Fellowships

7. ECA has since September 1978 sponsored a number of students from the Eastern and Southern Africa subregion to the University of Nairobi, Faculty of Commerce. Today, about seven students - 3 from Kenya, 2 from Uganda, 1 from Tanzania and 1 Ethiopian have successfully completed their 2 years MBA programme.

8. The fellowship phase continues to be the only component of the Graduate School operating. It needs to be strengthened by increasing placement of fellows. ECA would like to see more students from Eastern and Southern Africa admitted and benefit from the programme. However, sponsorship has been low in terms of the number of students admitted because of financial constraints. In fact due to unavailability of funds, the University has not admitted students to the Graduate School for the 1983/84 academic year.

9. In view of the above, interested participating member States within the subregion are urged to take advantage of the University open window policy to sponsor their own students in order to give the subregional Graduate School an immediate reality. Participating governments may also wish to approach multinational organizations in their own respective countries to sponsor students to the programme.

C. Staff and Instructional Material Development

10. The development of instructional materials in support of the proposed Graduate Schools teaching programme is a component of the Subregional Graduate School of Management programme.

11. In April 1983, ECA sponsored 8 participants to a Case Study Writing Workshop in collaboration with the Eastern and Southern African Management Institute (ESAMI) and the Economic Development Institute (EDI) of the World Bank. The 8 participants were drawn from Universities and Institutes of Managements. Countries represented included: 2 from Kenya, 1 Tanzanian, 1 from Uganda, 1 from Ethiopia, 1 from Botswana and 2 from Ghana.

12. The participating participants were expected to develop and write cases for use as teaching materials by the subregional Graduate School of Management in Nairobi as well as other Institutes of Development Management. The developed cases are being put together by ESAMI for distribution.

13. Once the Graduate School becomes fully operational, there will be need for staff development in various specialized fields of management in order to (i) cope with the magnitude of students and (ii) develop an early capability to carry out research as demanded by the programme.

D. Consultations between ECA and the University of Nairobi

14. ECA has maintained constant consultations with the University of Nairobi authorities and the faculty of commerce in terms of:

(i) identification and admission of students into the MBA programme;

(ii) curricula and programme development and

(iii) the development of an administrative framework that would be mutually acceptable to the host and collaborating government.

15. In order to develop curricula and programme that would incorporate manpower needs in various specialized fields of management for the potential user within Eastern and Southern African countries, the Faculty of Commerce in consultation with ECA undertook in Oct/Nov. 1981 a two man mission to selected countries in the subregion with the aim to assess and determine the future demand of the graduate school over the next 5 years.

16. The two man team visited six countries which included: Ethiopia, Kenya, Tanzania, Zambia, Botswana and Swaziland. They held discussions with various officials in relevant ministries, heads of Management Institutes and Universities with a view to determine training needs, fields of specialization in Business Management and Management capabilities among countries in Eastern and Southern Africa.

17. Subsequent to the consultative mission, an intergovernmental meeting was called in June 1982 but later postponed to provide time for ECA, the University of Nairobi and Kenya Government Ministry of Higher Education to clarify and consult with each other and agree on a number of issues prior to the inter-governmental meeting.

18. A consultative mission was therefore undertaken to Kenya in June 1982 for discussions with the University of Nairobi and the Ministry of Higher Education on matters concerning among others administrative framework and programme content.

19. Consultations at the University established that the fellowship component of the programme should continue to operate and that other matters concerning the administrative structure including the subregional character of the school would be discussed with the Government for a decision.

E. Consultations between ECA and the Ministry of Higher Education

20. ECA has continued to consult with the Ministry of Higher Education on matters concerning the establishment of the Graduate School of Management for Eastern and Southern Africa and the Ministry of Higher Education has equally informed ECA of its feasibility studies on the proposed national graduate school of management.

21. During ECA's consultative mission with the Ministry of Higher Education in June 1982, it was understood that Kenya Government was examining the matter regarding its proposed national school at governmental level. The Ministry of Higher Education also indicated that an intergovernmental meeting will be called at a later stage when the regional character of its institution be it Nairobi or elsewhere was determined. The Government nevertheless acknowledged the honour bestowed on it in being requested to host the "School" in one of its institutions.

22. It is expected that the participating governments and interested parties at the inter-governmental meeting will discuss and agree in accordance with Kenya Government's position on detailed aspects of: nature and scope of the graduate school, its administrative structure, curricula, funding and host government's requirements on other participating countries. Meanwhile ECA has approached the government of Uganda in collaboration with a national institution to host an expert group meeting in order to consider recommendations of the two-man mission and other practical steps for getting the school operational. The expert group meeting is planned for March 1984.

F. Mobilization of Resources

23. As regards mobilization of financial resources for the graduate school, definite policy and mechanism for funding have not yet been fully discussed. The UNDP has been approached for possible funding.

24. Once the Graduate School of Management becomes fully operational, major sources of finance for both recurrent and capital expenditures should come from participating governments, donor agencies, tuition fees and any other available possible sources.

G. Concluding Remarks

25. There is a strong need for a subregional Graduate School of Management. This conclusion is supported by the many requests frequently received by ECA from countries within the sub-region and other organizations wishing to participate or wanting to know more about the proposed graduate school as well as the many applications received for fellowships. Similarly, the October/November 1981 consultative mission to selected countries in Eastern and Southern Africa also revealed acute shortage of Management trainers in all management training institutions as well as heavy dependence on expatriate staff both in the training institutions and other organizations. The Eastern and Southern African countries need to strengthen the subregional Graduate School by way

of providing fellowships to their own students; staff development and assisting in giving ideas to programme development and exchange of valuable information on management.

26. In the light of the above, ECA appreciates and welcomes the initiative taken by the Kenya government the Ministry of Higher Education and that participating member States will support and contribute to the establishment of the proposed national graduate school of Management with a subregional character.

H. Recommendations

Given the above concluding remarks, the following are recommended:

1. Each participating member State and national institutes should strengthen the graduate School by providing fellowships to their own students attending the Graduate School of Management.

2. There should be frequent consultations and exchange of information in management teaching programmes among the universities and institutes of Development Management.

3. The planned expert group meeting is a crucial one, so participating countries are urged to be represented by management specialists from the universities and other institutions.

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PROGRESS REPORT ON THE AFRICAN INSTITUTE FOR HIGHER TECHNICAL TRAINING AND RESEARCH NAIROBI

I. Introduction

In the two reports on the African Institute for Higher Technical Training and Research which were presented to the MULPOC Council of Ministers in Lusaka (1981) and Mbabane (1982), progress towards getting the Institute fully operational was described as slow and difficult. The reason for this was reported as being the inadequacy of membership in the Institute and the insufficiency of Governments' contributions to its budget.

This third report will bring slightly more heartening news with regard to membership, member state contributions, programme activities, Governments' participation in the Institute's policy-making organs and steps towards greater efficiency in the financial and general management of the Institute.

A final section will look into programme prospects and thrust in the future and the way member States might wish to exploit the existence of this Institution to strengthen their industrial production capacities.

II. Membership

In 1982, the report on the Institute stated that

> "The Institute still lacks one last signature required by its Constitution to give it full legal status. This is probably the most fundamental problem plaguing the Institute's development."

Since that report, this hurdle has been jumped with the accession of Uganda to membership of the Institute last May. At that time, there were strong indications that at least two other Member Governments of this sub-region's MULPOC were favourably inclined to signing the Constitution. There is still hope that these two, and indeed other Governments of the East and Southern Africa Sub-region, will before long agree to sign the Institute's Constitution.

III. Contributions to the Institute's Budget and Programmes

The Principal financial supporters of the Institute's budget were Nigeria and the Host Government, Kenya. Last year they were joined by Zaire and this year by Liberia. There is an undertaking made by one Government of the Lusaka MULPOC sub-region to honour its financial obligations to the Institute. The OAU announced a pledge of US$ 10,000 to the budget, at the last meeting of the Institute's Governing Council which was held in Addis Ababa last May. ECA continues to support training through the provision of fellowships to the Institute's trainees.

Other contributions in kind and expert resources have been received from UNESCO and UNEP through the financing of consultancy services and the provision of lecturers and facilitators to the Institute's training activities.

IV. Programme Activities

Two training seminars were conducted during the period under review. The first, which lasted three months was on Environmental monitoring and measurement techniques. It was attended by twenty-three participants from eleven countries. The second training workshop which was organized in Kinshasa, Zaire, was run for francophone countries on Drinking water Treatment and Waterworks Management. It lasted 9 weeks and was attended by 10 practising water engineers and technicians from four francophone countries.

Training of engineers and high-level technicians is the raison-d'être of the Institute, but the current financial situation constrains the Institute's ability to fully provide this vital service to African Governments. The two courses which were organized during the period under review, were part of the "special diploma series" which are designed to provide short ad hoc courses on specific engineering areas. The normal training activities which would be provided on a continuous basis and for much longer periods of time, cannot yet be initiated because of the financial problems facing the Institute and their adverse affects on plans to recruit staff, develop physical infrastructure, provide training resources and develop training programmes. In fact, to date, the Institute has received over two thousand applications for training from African engineers, technicians and Managers, but has been able to train only about sixty African nationals. The demand for its services definitely exists, but it cannot respond to these demands for as long as African Governments delay in providing to it, the wherewithall to do so.

The Institute's research activities have been confined to the preparation of inputs to technical meetings on engineering, Science and technology. The Staff of the Institute participated in such meetings by preparing and delivering technical research papers on:

i) Science, Technology and Education Research in Africa (Nairobi)

ii) Industrial Energy management and Alternative Sources of Energy (Lusaka)

iii) Environmental Education and Training in the African Region (Nairobi)

Although it's research activities should emphasise applied engineering and scientific research the Institute is unable to develop these activities on account of the paucity of staff resources which is one result of its financial predicament.

V. Meetings of Policy-Making Organs

The Governing Council met in Nairobi in March last year and decided that its Executive Committee should meet the following May to approve the Institute's budget and work programme as well as make decisions on staffing questions and matters pertaining to the Institute's Management. With one exception, all members of the Executive Committee attended the meeting which was convened in Addis Ababa. Four out of the six members present were Ministers.

The decision was taken at that meeting, that in order to strengthen the Institute's programme delivery capacity, the Management of the Institute would have to be improved and that the Institute's training activities should be reinforced. A work programme reflecting the latter decision was approved and budget allocations were also approved accordingly.

Following the resignation of the then Director-General, the Executive Committee requested ECA to advertise the post and select suitable candidates for the Selection Committee's consideration. At the time of writing, the search for a new Director-General was still in process.

ECA was also requested to look into the financial Management of the Institute with a view to assisting management set up and operate a more efficient system. That task was completed in July 1983 by experts provided by ECA.

VI. Future Plans and Prospects

An important policy guide to future programme development is the need to manage the Institute's meagre resources with such efficiency that programme take-off will be facilitated. In this, emphasis will be placed on training of a type that will ensure a high degree of skills acquisition in production-oriented engineering areas. In observance of this policy, the Institute's first production oriented workshop is being planned for execution in one of the Lusaka MULPOC member States. A member Government has been approached on the proposal and negotiations are currently underway between that Government, ECA and the Institute on details for organising a training workshop in 1984 on the construction of electric motors. Training activities of this type bring very relevant contributions to African industrialization efforts and coincide with the objectives of the Industrial Development Decade for Africa. In fact the construction of electric motors happens to have been one of the several projects recommended for joint implementation within the framework of the IDDA, by the Second Meeting of the International Committee of Experts on Engineering Industries for East and Southern Africa which was held at Addis Ababa in September 1983. Other production areas in which the Institute intends to mount training activities in the future include the construction of pumps, cranes, transformers etc.

If the Institute's present financial problems persist, it will be extremely difficult for these planned activities to be properly and completely implemented, which means that a part of the manpower development component of the IDDA will not be fully provided for. Therefore for these and greater things to be done by the Institute, African Governments, including Governments in East and Southern African countries should strive to provide the financial, material, moral and political support which this African Institution needs to be functional in the Industrial transformation of this continent.